

MULTI-YEAR AGENCY STRATEGIC PLAN (FY 2009-2011)
ARIZONA MEDICAL BOARD
And
ARIZONA REGULATORY BOARD OF PHYSICIAN ASSISTANTS
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A.R.S. §32-1401 *et.seq.* and A.R.S. §32-2501 *et.seq.*

Mission:

The mission of the agency is to protect public safety through the judicious licensing, regulation, and education of physicians and physician assistants.

Vision:

Protection of the Public through Regulatory Excellence

Agency Description:

The Agency staff supports two Boards – the Arizona Medical Board, which licenses and regulates allopathic physicians, and the Arizona Regulatory Board of Physician Assistants, which licenses and regulates physician assistants. The Agency processes applications for licenses, handles public complaints against licensees, and disseminates information pertaining to licensees and the regulatory process. The two Boards determine and administer disciplinary action in the event of proven violations of their respective practice acts. Together, the Boards regulate over 20,000 licensees.

Principles:

- Protection of the public comes first
- Arizona citizens deserve competent, qualified physicians and physician assistants
- Optimal resource utilization is best realized through a streamlined process of licensee regulation
- Excellent regulation requires excellent staff
- Progress is accelerated through collaboration with others and the use of advanced technology
- Licensees with health problems which affect their practice should be provided with the opportunity for rehabilitation whenever possible

Strategic Issues:

Issue #1: Consolidation of essential agency functions focused on public protection through the examination of regulatory issues, ongoing education of staff and Board members, active dissemination of public information, and public outreach.

The Arizona Medical Board and the Arizona Regulatory Board of Physician Assistants continually strive to proactively explore areas influencing healthcare delivery and public safety. The boards will focus on essential agency functions and concentrate on those matters that directly affect the health and well being of Arizona's citizens. The boards will continue their advances toward providing clear direction through policy and statutory initiatives, participating in ongoing educational opportunities in regulation, and staying on the forefront of providing public information that affects healthcare decision making.

Goal 1: To increase activities devoted to addressing public safety, healthcare and regulatory issues of importance to licensees, stakeholders, and the general public through collaboration with others, policy making, and information dissemination

Objective 1.1: Increase time spent addressing public safety, healthcare or regulatory issues through subcommittee discussion and adoption of relevant substantive policy statements and rules.

Objective 1.2: Increase the availability of educational and regulatory information to licensees, stakeholders, and the general public

Strategic Plan Measurement	FY 07 Actual	FY 08 Goal	FY 08 Actual	FY 09 Goal	FY 10 Goal	FY 11 Goal
Number of substantive policy statements, guidelines, rules, or rule revisions adopted	3	5	3	3	3	3
Number of staff members who attended one or more Board-funded trainings, seminars, or conferences	20	22	20	20	20	20
Number of newsletters published	2	3	2	2	2	2
Number of public awareness activities	33	35	33	33	33	33
Number of press releases, health advisories, and other notifications published on the Board website or transmitted to licensees via email blasts	31	34	31	31	31	31

Issue #2: Stabilization of database infrastructure to support e-licensing, regulatory, and information dissemination processes, as well as increased capacity for performance measurement, through improved information technology and other process improvements

Electronic licensing (e-licensing) has been on the forefront of the boards' strategic goals for many years. Last fiscal year, the agency underwent an entire database conversion to a new information system that makes e-licensing possible. The agency will continue to stabilize the system to ensure on-line security as applicants and licensees share confidential information with the boards during the licensing and renewal process and as financial transactions take place. The database also tracks staff progress during the investigative and post adjudication processes allowing for statistical data analysis and identification of process improvement.

Goal 2: To improve efficiency of licensing, regulatory, and information dissemination processes.

Objective 2.1: To improve upon prior year performance levels in license processing.

Objective 2.2: To improve upon prior year performance levels in complaint investigation and case resolution.

Objective 2.3: To improve upon prior year performance levels in responding to public information requests.

Strategic Plan Measurement	FY 07 Actual	FY 08 Goal	FY 08 Actual	FY 09 Goal	FY 10 Goal	FY 11 Goal
Average time to approve an MD license from receipt of application	24	24	24	24	24	24
Average time to approve a PA license from receipt of application	17	17	17	17	17	17
Average number of days to process an initial medical doctor application upon receipt of completed application (locked budget measure)	1.6	2	2	2	2	2
Average number of days to process a medical doctor renewal upon receipt of completed application (locked budget measure)	1.1	2	2	2	2	2
Average score of agency-wide customer service satisfaction surveys (scale of 1-8)(locked budget measure)	7.9	7.5	7.9	7.5	7.5	7.5
Average number of days to complete a MD investigation (locked budget measure)	119	120	115	120	120	120
Average number of days to complete a PA investigation (locked budget measure)	108	120	101	120	120	120
Average number of days to resolve a MD case (locked budget measure)	179	180	164	180	180	180
Average number of days to resolve a PA case (locked budget measure)	150	180	144	180	180	180
Percent of open MD investigations greater than 6 months old	4%	5%	3%	5%	5%	5%
Percent of open PA investigations greater than 6 months old	7%	5%	4%	5%	5%	5%
Number of MD cases referred to formal hearing (locked budget measure)	37	37	69	45	45	45
Average number of days to respond to emails received through Questions@azmd.gov or Questions@azpa.gov	0.6	1	0.6	1	1	1

Issue #3: Protection of the public through the identification and rehabilitation of impaired physicians and physician assistants

The Arizona Medical Board's Monitored Aftercare Program is a confidential program for the treatment and rehabilitation of doctors of medicine and physician assistants who are impaired by alcohol or drugs. The Board also has the statutory authority to create a confidential Physician Health Program, similar to the Board's existing Monitored Aftercare Program, for allopathic physicians and physician assistants who have a medical, psychiatric, psychological, or behavioral health disorder that may impair the licensee's ability to practice safely. The Board intends to explore different methods of creating a Physician Health Program, including the possibilities of integrating the Physician Health and Monitored Aftercare Programs into one program and collaborating with other healthcare professional licensing boards to create a common program that could be used by all boards that monitor licensees with health

and/or substance abuse problems. In conjunction with this effort, the Board plans to further refine its ability to collect and analyze statistics pertinent to this licensee population.

Goal 3: To increase protection of the public by promoting rehabilitation of licensees who are impaired by alcohol or drugs, or who have a medical, psychiatric, psychological, or behavioral health disorder that may impair the licensee's ability to practice safely

Objective 3.1: To identify and monitor the rehabilitation of licensees with alcohol or other substance abuse or dependency, or with a medical, psychiatric, psychological, or behavioral health disorder that may impair the licensee's ability to practice safely

Strategic Plan Measurement	FY 07 Actual	FY 08 Goal	FY 08 Actual	FY 09 Goal	FY 10 Goal	FY 11 Goal
Number of MAP participants who completed the program successfully	15	16	47	25	25	25
Number of participants in the MAP program as of June 30	108	113	89	105	105	105
Number of licensees being monitored for medical, psychiatric, psychological, or behavioral health issues as of June 30, excluding MAP participants	29	31	67	40	40	40